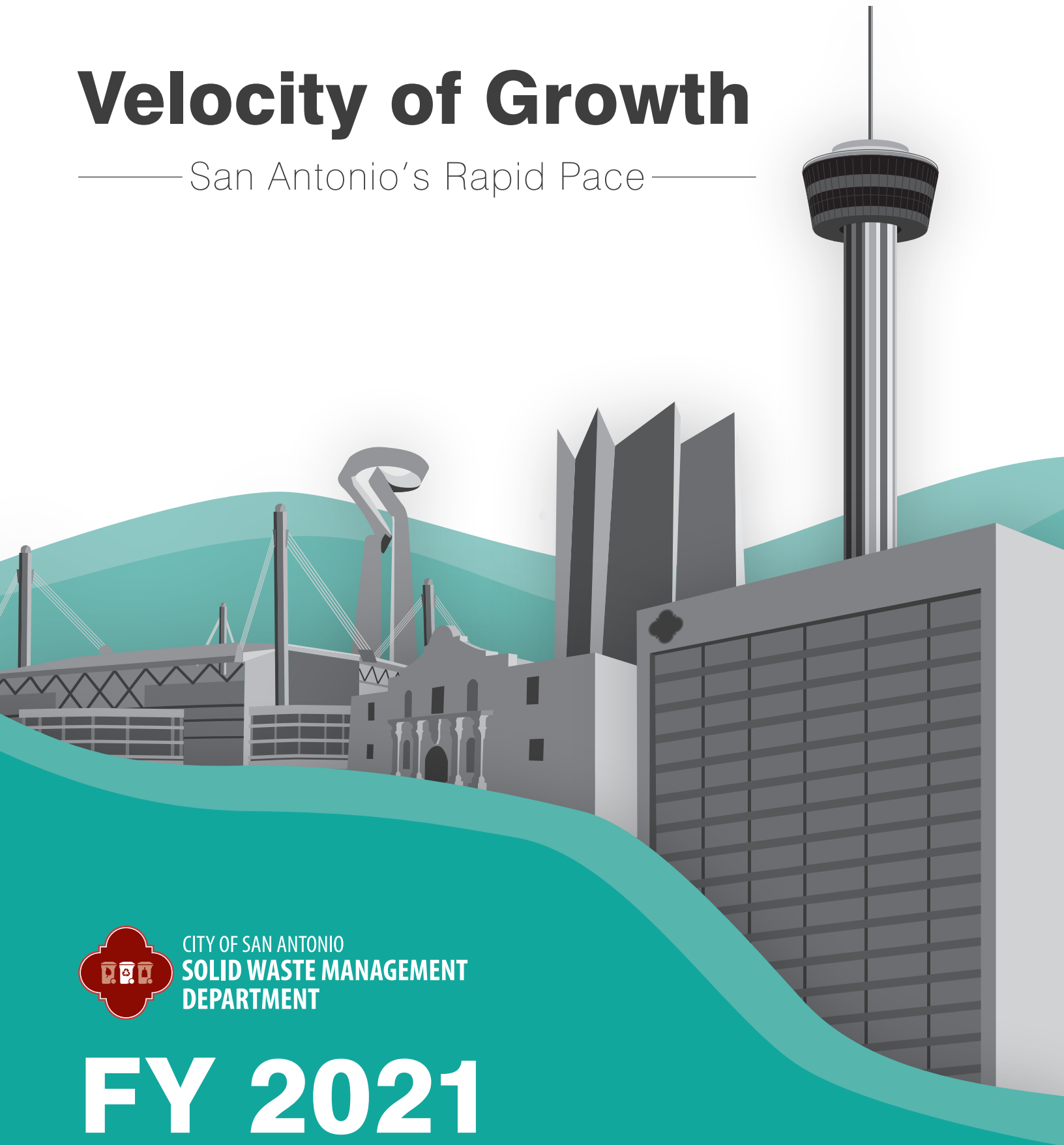


# Velocity of Growth

—— San Antonio's Rapid Pace ——



CITY OF SAN ANTONIO  
**SOLID WASTE MANAGEMENT  
DEPARTMENT**

# FY 2021 Annual Report

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## ***Letter from the Director***

Evidence of San Antonio's growth is everywhere. Here at the Solid Waste Management Department, the number of our customers has risen by almost 10,000 customers in the past few years. We now service 368,558 single-family homes.

We also saw an increase of approximately 11% in the tons disposed of by our customers. In other words, we collected about 86,000 more tons compared to 2019. The increase was seen in just about every category: garbage, recycling, organics, brush, and bulky items. We assume some of this increase can be attributed to people quarantining and/or working from home.

Another area where we've seen an enormous increase is our drop-off center volume. In the last two years, there were 100,000 more cars coming to these locations for brush, bulky items, and household hazardous waste. Brush tonnage alone went from 93,898 to 107,436, an over 14% increase.

While a strong economy is good for all of San Antonio's citizens, this growth has presented some unique challenges for our Department. Keeping a fully staffed workforce has become a key concern. CDL drivers are some of the most competitive positions across the nation. Keeping our trucks running is our second key issue. Equipment, especially trucks and truck parts, have been delayed due to the global supply chain disruption. I would like to take a moment and thank all of the men and women of Solid Waste for doing more with less this past year. Throughout these challenges, our employees have worked tirelessly to provide outstanding service to the citizens of San Antonio.

Our growth also took the form of an expansion within our commercial recycling program, ReWorksSA. The program started in 2018 as a recycling-specific program, but in spring 2021 the team began collaborating with the Office of Sustainability. The result was a transformed ReWorksSA that now includes the areas of energy and water conservation, transportation efficiencies, and other sustainable best practices. It has become one of the City's Climate Initiatives.

Interdepartmental collaboration occurred elsewhere as well. We joined Animal Care Services in a marketing campaign on the dangers of roaming pets. During the campaign, Parks and Recreation joined in promoting the message in parks and at trail heads. We assisted Metro Health by placing COVID-19 vaccination messages on our trucks. On behalf of Human Resources, we designed materials for the Black and African American Employee Resources Group.

One of the most successful collaborations was our partnership with Atlas Organics. Their sorting technology which incorporates robotics and artificial intelligence has eliminated rejected loads. Because of this improved organics program, the diversion rate increased to 40% for the year.

COVID-19 is still top of mind and our policies and protocols remain in place. At our Service Centers, in our trucks, at the drop-off centers, and in our new administration office at City Tower, our staff is keeping vigilant.

We are working to keep pace with San Antonio's rapid growth. We are adding trucks to our fleet and new positions within our staff including a new dedicated illegal dumping crew. This fiscal year, FY 2022 will assuredly bring challenges – but challenges create opportunities. We are looking forward to bringing another year of service to our customers and our City.

Sincerely,

A handwritten signature in dark ink, appearing to read 'David Newman', written in a cursive style.

**David Newman**  
*Director*

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# Department Profile

The Solid Waste Management Department (the 'SWMD' or the 'Department') serves 368,558 single-family San Antonio households, employs 784 individuals, and manages two major funds: (i.) the Solid Waste Operating and Maintenance Fund which was \$131.2 million in FY 2021, and; (ii.) the Fleet Services Fund which was \$22.1 million.

The SWMD is responsible for the collection of municipal solid waste generated by its customers, the residents of the City of San Antonio (the 'City'). Primary collection services include: (i.) weekly curbside collection of residential garbage, recyclables, and organics; (ii.) semi-annual residential collection of brush and bulky items, and; (iii.) other services by request. Additionally, the Department: (i.) administers the City's household hazardous waste (HHW) program; (ii.) monitors and maintains closed City landfills; (iii.) operates two brush recycling centers; (iv.) operates four bulky waste drop-off centers; (v.) provides dead animal collection, and; (vi.) services downtown litter baskets.

Supplemental services by request include out-of-cycle collections, scheduled leaf collection, and a collection assistance service for customers with physical challenges. To support neighborhood clean-up efforts, community organizations can request large containers through the Dial-a-Trailer (DAT) program. Quarterly, the Department sponsors free landfill days to provide more opportunities

for residents to conveniently and safely dispose of their solid waste. Assistance is provided as needed for severe weather clean-up and illegal dumping. The Department also has Community Outreach and Commercial Recycling divisions.

The Solid Waste Operating and Maintenance Fund is an enterprise fund, requiring that the services provided to the customers are supported by fees charged to the customers for those services, making the fund self-supporting. The majority of its revenue is from the Solid Waste Fee and the Environmental Fee, both of which are placed on a customer's monthly CPS Energy bill. Additional revenues are derived from waste hauler permit fees, brush recycling fees, and the sale of mulch and recyclable materials.

The Fleet Services Fund is an internal services fund. The Department is responsible for the maintenance and repair of 2,044 heavy equipment vehicles for various City Departments. In this role, the Department ensures that vehicles are kept operational and ready for use throughout the City by using an integrated and programmatic service delivery approach.

*Information current at time of printing.*





# Brush & Bulky

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Brush and Bulky item division continued to provide disposal services to customers through several programs. There were curbside collections, drop-off centers, community cleanup through the Dial-A-Trailer program and the cleanup of areas where illegal dumping had occurred. From all these services, total material collected in FY 2021 was more than 185,000 tons.

Curbside collection of this material was provided four times in the year (twice for brush and twice for bulky items). Customers were notified of their collection schedule by the SWMD placing a door hanger at every residence which equated to approximately 1.4M hand delivered door hangers.

Residential brush contributed 50,182 tons which was a 2% increase and residential bulky item collection was 37,148 tons, a 4% decrease. Illegal dumping collection totaled 2,232 tons which was a major increase of 30% over last year. The team cleaned up 8,388 individual areas.

In the Dial-A-Trailer program there were 37 community events attended by 1,360 vehicles. The division also offered out-of-cycle collections, free landfill day, Christmas tree recycling and litter cleanup for special City events such as Basura Bash and the MLK March.

## DROP-OFF CENTERS

The Brush drop-off centers processed 107,436 tons of brush. This was a 14.4% increase over FY 2020 and was

another signal of San Antonio's growth. The mulch created at the centers was available for purchase and generated \$53,427 of revenue.

As reflected on the charts on page 7, the Bulky item drop-off centers experienced higher numbers in both traffic and tonnage in FY 2021 over FY 2020. At the Bitters location at 1800 Wurzbach Parkway alone, there was nearly a 14% increase in vehicles coming to that location. The total of all material at all locations was 4,711 tons greater than the previous year.

These measures of increase are additional outcomes of San Antonio's growth. Also, as people continued to quarantine and telecommute due to COVID-19, more at-home projects generated the need for more trips to these sites as well.

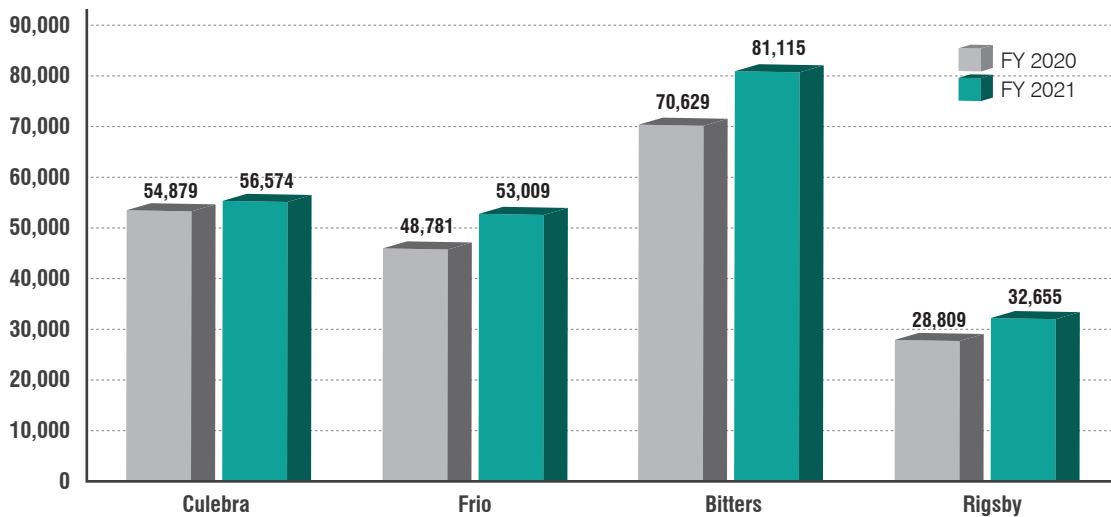
## DIVISION PERFORMANCE

The division operated out of six locations around San Antonio. It maintained an extremely high employee retention rate of 96% with a very low vacancy rate. For the door hanger distribution, 30 full-time positions were added which eliminated the need for temporary staff. In FY 2022, the division will add a dedicated, full-time illegal dumping crew.

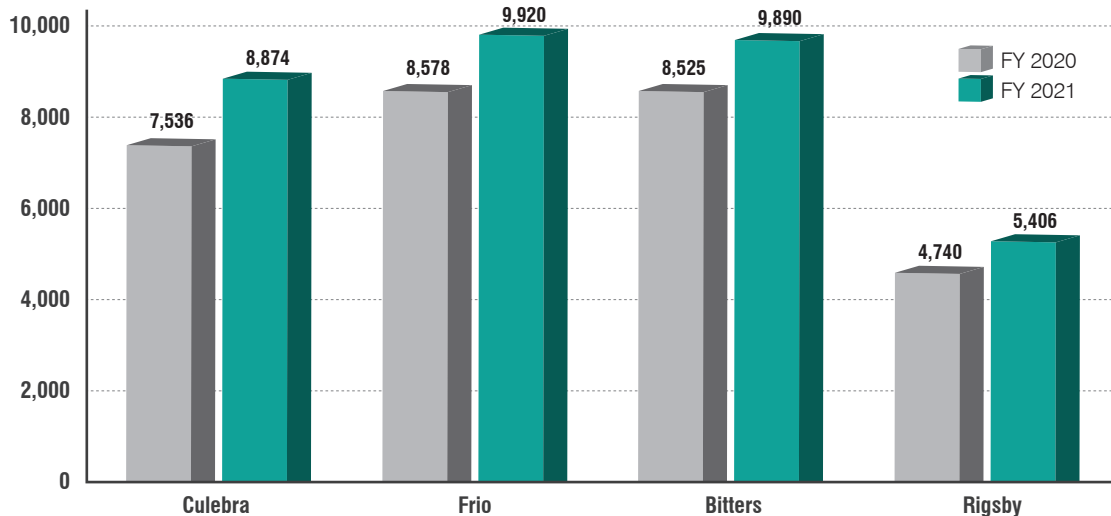
A key performance measure for the division was meeting service level agreements (SLAs) for all work orders it received. It maintained a 98.76% of SLA compliance in FY 2021.

When refrigerators and air conditioners are received at the Bulky item drop-off centers, our technicians must be certified by the EPA to remove freon and refrigerants mandated by Section 608 of the Clean Air Act.

Bulky Drop-Off Centers - Vehicle Count FY 2020 vs. FY 2021



Bulky Drop-Off Centers - Tonnage FY 2020 vs. FY 2021





# Customer Account Management

The Department's customer base increased by 5,077 new accounts in FY 2021 over FY 2020, totaling 368,558 single-family households. This growth created a high volume of activity in customer requests. With over 1 million carts in use, the Department's Warehouse operations reported 67,598 service requests. The requests were fulfilled within the service level agreement (SLA) for each type of request 90% of the time. There were about 18,000 new carts and 5,000 new lids purchased last year for the inventory, driven by San Antonio's growth.

During the pandemic, customers were generating more volume of materials which slowed the pace for customers taking advantage of the Department's cart downsizing program. By ordering a smaller size brown trash cart, the monthly collection fee would be reduced. There were 6,192 downsizing transactions. Overall totals revealed that 79% of customers had a 96-gallon cart, 9% were using the 64-gallon size and the remaining 12% had the 48-gallon option. The goal of the program has always been to encourage residents to send less to the landfill by recycling and using the organics program to a higher degree.

## SERVICE FEES

As the Department prepared the annual budget presentation to City Council for the 2022 fiscal year, no collection fee increases were proposed. Monthly collection fees remained based on the size of brown cart at each address. As in prior years, there were no fees associated

with the blue recycling and green organics carts.

The monthly collection fee for brown trash carts did not have an increase in FY 2021 over FY 2020. They remained \$14.76 for the 48-gallon size, \$18.76 for the 64-gallon, and \$26.76 for the 96-gallon. All cart sizes also pay an additional \$1.74 Environmental Fee.

Some special services also had fees. These included brush recycling centers, out-of-cycle curbside collections, and three or more leaf bag collections. Dead animal collection, the first two leaf collections, bulky item drop, HHW drop off, and collection assistance remained available at no charge.

## FEE MORATORIUM

Contamination, placing unaccepted items in the blue and green carts, remained a large and expensive problem within the recycling and organics programs. Although there is still a policy for assessing fees for repeat violations, fees were not issued from March, 2020 to September, 2021 in light of the economic strain caused by the pandemic.

If a customer was assessed a fee, the Department offered a final opportunity to avoid paying either \$25 for regular contamination or \$50 specifically for diaper contamination. Similar to an online defensive driving course, individuals could watch educational videos at the SWMD website and complete a short quiz.



**For every 2,140 new customers, the Department adds one truck to the collection fleet. That's nearly a \$400,000 investment.**

## Customer Engagement

All through the year, the Department has a variety of messages to communicate to customers. These messages are sent out across several types of distribution including traditional media, social media, direct mail, and phone conversations.

One media campaign was developed to promote the recycling program, specifically about the types of plastics that are accepted and other categories of plastic that are not. The television commercials were played during televised SPURS games for broad reach.

Followers on the Facebook and Instagram accounts grew from 5,700 to 8,000 and 475 to 672 respectively. This platform is helpful with special announcements, holiday schedules, and responding to customer posts that are questions or comments. One key example was during the unprecedented freeze when collection service was not possible, customers were notified on social media.

As drivers and inspectors complete their routes, they make note when they see unaccepted items in either the green or blue cart. Those addresses in turn are sent an informational flyer that, using graphics, show the most common accepted and unaccepted items in both the recycling and organics programs. Over 87,000 flyers were sent in FY 2021.

The six Customer Service representatives fielded 56,020 customer calls last year. The most common issues were cart collection questions, billing questions, brush and bulky

item collections, and reporting lost or damaged carts.

The Department discontinued using the mobile app product, Recycle Coach. It was replaced by the same functionality at [saarecycles.org](https://saarecycles.org) (see page 15). Out of 368,558 customers only a small sliver of just 7,000 people downloaded the app making it extremely cost ineffective.

One unique campaign was deployed that did not speak just to SWMD customers. In collaboration with Animal Care Services, a robust media campaign was created to focus on the dangers of roaming pets. During two months of the four-month campaign, there was a decrease in calls for dead animal collection, specifically dogs.





# Environmental Services

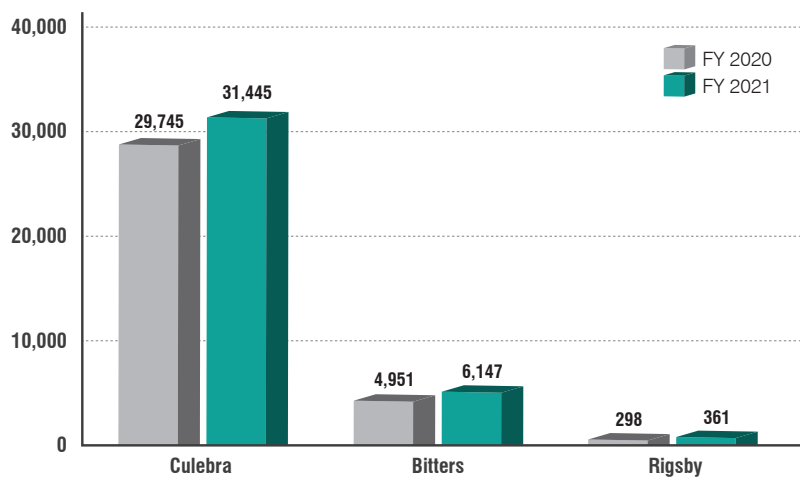
The Department’s Environmental Services division continued to ensure safe and environmentally friendly operations for San Antonio. Responsibilities covered regulatory compliance, landfill maintenance, curbside inspections, dead animal collections, downtown litter basket collection, bulky item drop-off centers and household hazardous waste (HHW) drop-off centers.

Landfill maintenance processes were critical to efficiently control methane gas migration, odor abatement, and greenhouse gas emission reduction at the closed landfills managed by the SWMD. The division managed seven closed landfills in FY 2021 with three having gas collection systems.

The division expanded customer accessibility to HHW drop off by extending the open days at the Bitters location to both the first Friday and Saturday of every month. With a small amount of advertising and promotion, on the first of these special events, 484 cars came to the Bitters center. Additionally, special events were scheduled at the Rigsby location.

The Department also began to alert customers to the danger of all types of batteries. In the annual holiday schedule mailing, one entire panel was devoted to this information.

HHW Drop-Off Centers - Car Count FY 2020 vs. FY 2021



**Out entire fleet of vehicles drives, on average over 7.2 million miles each year. That is very close to circling the Earth 290 times at the Equator.**

# Fleet

The SWMD Fleet division provided maintenance and repair services to more than 2,000 pieces of equipment, both off-road and on-road, primarily for the Solid Waste Management, Public Works, and the Parks & Recreation Departments. The division operated four heavy duty truck shops, one heavy duty off-road equipment shop, and employed a staff of over 100 personnel.

As part of the SWMD pandemic protocols, Fleet leadership implemented an in-house disinfecting process for both offices and vehicles. Locations and equipment were cleaned every week.

The disruption of the global supply chain brought difficulties and delays in acquiring parts and receiving vendor support. The shops provided both shop and road

field service on many high priority pieces of equipment such as garbage trucks, street sweepers, pothole patch trucks, aerial bucket trucks, brush and bulky grapple trucks, bulldozers, brush grinders, paving equipment, and many other types of equipment that are used across multiple City Departments.

During the unprecedented weeklong freeze that occurred this past year, the Fleet division offered support by repairing issues with the City's fueling facilities and transporting fuel to multiple sites. This helped maintain the function of generators across the City during the rolling blackouts.

The Fleet division's main priority was making sure customers' equipment was ready and available as needed. City Departments must meet daily line-up requirements and the shop personnel worked long days to ensure trucks were available according to their required work schedule. Fleet operations ended the year by ensuring customers' equipment was available 88.8% of the required work schedules.

Managers also heightened the focus on increasing in-house repairs and reducing outsourced maintenance. This was especially critical this year because vendors were also challenged by the supply chain disruption and labor shortages.

The division assisted with several special projects including a brush drop off catwalk fabrication and fence repairs.



*Mechanics compete in an internal competition, Road-E-O. Trucks are intentionally broken and the competitors are judged by how fast they can diagnose and then fix the problem.*



# Organics & Recycling

In January of 2021, the Department began a new contract with an organics and composting vendor, Atlas Organics. This company won the contract through the City's Request for Proposal process. The structure of the contract allowed Atlas to build a facility on City land at the Nelson Garden brush recycling center. The equipment and facility will ultimately become City property after ten years.

The main reason Atlas was selected was their unique sorting system that promised to accept all loads despite contamination (non-organic material). The former contract allowed for rejections of loads for as little as 10% contamination.

Atlas accomplishes this using robotics and artificial intelligence. A robotic arm at the sorting line is taught what items of contamination look like and it picks them out. It also continues to learn as more items and tonnage go through the process. This technology is the first in the world to be applied to composting and is currently awaiting a patent. By rejecting zero loads and diverting tons from the landfill, in less than a year the Department's diversion rate rose to 40%.

The nutrient-rich compost meets the standards of the US Composting Council and receives the Seal of Testing Assurance (STA) Certification as the highest quality compost. It is not supplemented with manure or sewer sludge. In the future, the Department will focus on increasing the diversion of food waste from the brown cart into the green cart. The compost became available for purchase at several local retailers and some was given back to the City for beautification projects. It is also available for purchase by the public to buy in bulk at the site.

The Nelson Gardens location is no longer City-operated, rather an Atlas operation. The hours of operation and fees did not change. Mulch was discontinued at Nelson Gardens, but free coarse mulch continues to be available at Bitters.



*Compost was donated to a community garden that was growing marigolds for Día de los Muertos celebrations.*

**Last year in San Antonio, the most valuable recycling commodity was Plastic #2 - HDPE Natural (a.k.a. plastic milk jugs) by a wide margin. When shopping for milk, choose a plastic jug not a carton.**

Several years ago, the City set a recycling goal of 60% by 2025. This applied only to the SWMD tonnage from single-family homes that are serviced by the City. Since that time, much about the recycling industry has changed, most notably the weight of packaging. The recycling goal is a weight-based measure and recyclables have been getting lighter.

The term 'recycle rate' is a measurement against everything that is thrown away and how much of that is landfilled. It does not factor if the remaining non-landfilled material is actually recyclable or not. It is more accurate to say this is a metric of what is not sent, or diverted, from the landfill.

The Department now refers to this as the *diversion rate goal*. The highest priority for San Antonio's sustainability is sending less to the landfill and the diversion rate goal is a more accurate identifier for tracking that amount. The Department did not change what is included in the measurement or how it is calculated.

The Department also introduced a new metric called the *capture rate*, which reflects how most people think of in terms of measuring true recycling. The capture rate is defined as the amount of recyclable material collected for recycling divided by the amount of all recyclables available in the waste stream. For example, a house generated 100 plastic beverage bottles and that was the complete and total amount available for disposal. If 51 of the bottles went correctly into the blue recycling cart but the remaining 49 were placed incorrectly into the brown trash cart, the capture rate would be 51%. That is the accurate amount of what was actually captured and recycled.

Another important issue for the Department in FY 2021 was planning ahead for a new recycling contract when the current one expires in 2024. The new contract's pricing structure would be similar to the current one: i.) the Department would pay the vendor a per ton tipping rate; ii.) the vendor will process and sell the recycling commodities; and, iii.) the City will receive a portion of the recycling revenue. Recycling commodity revenues are very volatile – there could be a profit, a loss, or a simple break even. Even with a loss, recycling is generally still less expensive than landfilling.

#### Capture Rate Calculation





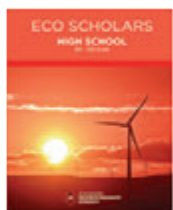
# Outreach & Education

Adjusting to the restrictions caused by COVID-19, this team continued to offer recycling and organics educational presentations virtually. The goal for presentations was set at 500, spread among the four Recycling Coordinators. The team exceeded that number for year-end performance measures.

This division added to its library of educational materials with an original children's book about the composting process entitled 'What Happens'. The book was written, illustrated, and translated by Solid Waste employees and was published in English and Spanish. It became a companion book to the one written in 2020 about the recycling process which was called 'Where Does It Go?'

The team launched a new education program for students of all ages called Eco-Scholars. Similar to earning a Girl or Boy Scout badge, students selected activities or studies to submit to the SWMD for judging.

The Outreach and Education website, [sarecycles.org](http://sarecycles.org), underwent a major transformation beginning with a completely new design and navigation. All content was updated and new content was added. A major improvement was the creation of a search feature that allowed users to query how to dispose of almost any item or material. The search feature was populated with over 400 items and was designed to supply an answer for each question as to whether something was recyclable, compostable, hazardous waste, or must go to the landfill. The site was programmed to be fully responsive to all mobile devices.





In the past year, we have seen local schools becoming much more interactive in learning about environmental sciences and practicing sustainability with composting projects and student gardens.

For several years the Department has had mascots for the Outreach programs named Curby the Smart Cart (blue recycling), Glenda the Green Cart, and Bart the Brown Cart. These characters were featured in a television commercial about recycling. The Marketing division was notified that the spot was nominated for an EMMY award from the Lone Star Chapter of the Academy of Television Arts and Sciences.

Home school students were again invited to a series of virtual educational presentations and activities. A highlight was the virtual field trips of the SWMD which were filmed to show the students the inner workings of the Department's operations such as the drop-off centers and the Fleet mechanic shop.

[Search Material Disposal](#) [Request a Presentation](#) [Services Guide](#) [Our Annual Report](#) Select Language [f](#) [t](#) [v](#) [i](#)

 **RECYCLE**  
Join the movement.

[Home](#) [Recycling](#) [Education](#) [Engagement](#) [Services](#) [Businesses](#) [Careers](#) [Q](#)

[Home](#)



# Welcome San Antonio

Learn about our recycling, organics and special programs



# ReWorksSA

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ReWorksSA launched in 2018 to help the local business community start or improve recycling in the workplace. Since its inception the program has helped companies of all sizes across all industry segments implement best practices in the areas of recycling and composting. Organizations that successfully implemented these best practices were scored and certified for their efforts at a bronze, silver or gold level. At the end of FY 2021 there had been over 135 certified businesses.

In Spring 2021, the SWMD and the Office of Sustainability began to collaborate on expanding the program to include more sustainability attributes in the certification process. The new set of best practices would include water conservation, energy conservation and renewable energy, transportation and travel efficiencies, and general environmental policies in addition to recycling.

Because the certification process became more robust it was determined that for companies meeting all or most of the certification requirements for sustainability, a new, higher level recognition should be introduced. ReWorksSA created the Pinnacle Award. This award would be the City's highest level of certification in the ReWorksSA program and bestowed only to companies making the City's sustainability goals a top priority.

ReWorksSA transformed into a recognized climate initiative aligned with San Antonio's Climate Action and Adaptation Plan: SA Climate Ready. There are commercial sustainability programs for water, energy, transportation

and environmental policies already available in San Antonio and ReWorksSA began to help companies find and implement them. The research and development phase included multiple planning sessions with City organizations including SAWS, SARA, VIA, CPS Energy, and other subject matter experts.

The program's website, [reworkssa.org](https://reworkssa.org) was also completely updated as part of the new certification process. The website contains a directory of all the certified businesses so that consumers can find and select those organizations focused on San Antonio's sustainability.

The first Pinnacle Award recipient was San Antonio's Botanical Gardens.

## CLIMATE ACTION AND ADAPTATION PLAN

On June 22, 2017, City Council passed Resolution No. 2017-06-22-0031R in support of the Paris Climate Agreement; directing City staff to develop a plan to help San Antonio meet the objectives of this agreement. Approximately two years later, on October 17, 2019, City Council adopted the CAAP by Ordinance 2019-10-17-0840.

Climate projections show that San Antonio's future will likely be even hotter and drier. By 2040, the City will likely experience summer maximum temperatures 4°F higher on

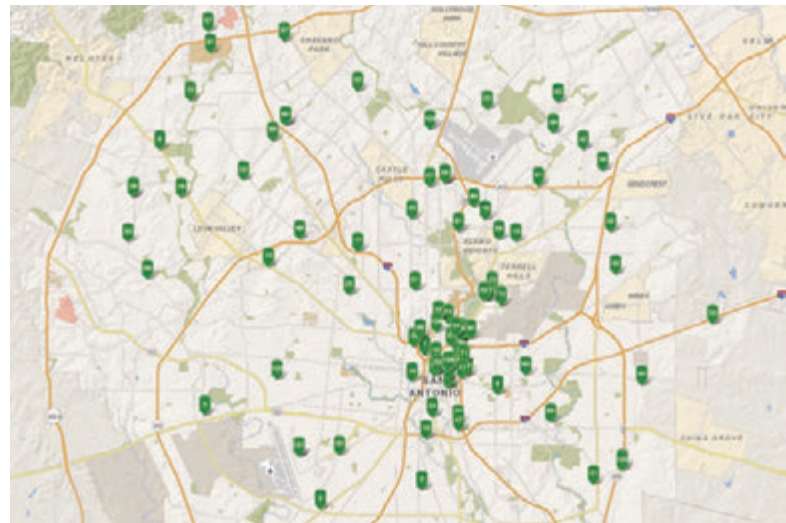
**Convention and event planners are selecting host cities, in part, based on their sustainability programs. With 40,000 hotel rooms to fill, local hotels could give San Antonio an edge with certification.**

average, 24 additional days over 100°F each year, and 3" less rain each year.

If global Greenhouse Gases emissions continue at current rates, climate projections for San Antonio become even more dire as the decades pass. As early as 2071, summer maximum temperatures could be 10°F higher on average, 94 additional days over 100°F each year, and 8 days exceeding 110°F each year.

## PROMOTING CERTIFIED BUSINESSES

Most certified businesses are for-profit enterprises and many of the larger businesses are able to market and advertise their products and services. However, a majority are smaller operations with a very limited budget for marketing. The value of recognition was built into the program design from the outset and can be a tangible



benefit for the small business owner.

ReWorksSA launched both a print advertising and an outdoor advertising campaign that featured business-to-consumer messaging. The key point was to encourage San Antonio residents to find and select certified businesses at the ReWorksSA website on an interactive map – businesses that had proven San Antonio's sustainability was a top priority.

The program was built on a strategy of connecting local businesses to resources that can help them with sustainability best practices. With these campaigns, ReWorksSA added a new level of helping them grow their business. The campaigns were so well received, the team planned for more marketing as the FY 2022 budget plans were developed.





# Safety & Training

Employees and their safety remained the Department's highest priority which was confirmed by obtaining the ISO 45001 certification. The Department became the first municipality in the world to achieve that accreditation. The designation must be maintained through ongoing safety programs and initiatives. The SWMD passed the required Surveillance Audit jointly with the Office of Risk Management and Public Works.

There was a 37% decrease in accidents in FY 2021 from FY 2019 and FY 2020. There were 78 accidents in FY 2020 which went down to 49 in FY 2021. Department-wide

safety training was at the core of those results. In honor of a long-time employee who lost his battle with COVID-19, the Department established the Manuel Ruiz III Safety Training Center to recognize his loyal service to the Department. The center features his portrait and the dedication ceremony was conducted by City Manager Erik Walsh and District 10 Councilman Clayton Perry. The center is located in the Northeast Service Center known as Tool Yard. New employee training also is conducted there.


## THE APPRENTICE PROGRAM

Another important type of training continued through the Department's apprentice program. CDL drivers remained one of the most competitive careers nationwide. The program was established in 2018 to offer paid, on-the-job training to learn the CDL skills and then pass the examination. Since the beginning of the program, 72 people have entered the program with 43 converting to permanent positions and 8 more waiting to move to permanent positions (at the time of printing).

The retention rate for these apprentice graduates joining and staying with the SWMD remained much higher than CDL drivers hired through traditional applications. A CDL license independently costs around \$7,000 which is one fact that made the program very appealing. Candidates entering the program must be 18 or more years old and have a valid driver's license, a high school degree or equivalent, and a can-do attitude!



*Job Fair promoting the apprentice program*



A national competition called the ROAD-E-O pits drivers in maneuvers like serpentine between barriers, stopping on a specific point, backing up through barricades, and making the tightest turn.

## Volunteer Activities

In early summer, the Department created a steering committee to encourage employees to participate in volunteer activities and causes. The committee agreed on the name SWMDoers with a slogan of *Be Solid*. Multiple activities were completed in FY 2021.

The first event was placing signs at the many trails and parks in San Antonio on behalf of Animal Care Services. The signs reminded walkers with dogs that pets should always be kept on a leash and out of danger. Seventy signs were placed at 35 parks and trail heads.

As part of fund raising for the City's annual charitable campaign, the SWMDoers coordinated the first Tour de Solid Waste bicycle ride. Each rider had to raise \$100 in sponsorship and ride 25 mile on San Antonio's amazing bike trails. Twelve riders each raised well over the goal and contributed \$1,900 to the United Way (below).

To support a local school's community garden and environmental science curriculum, the team organized



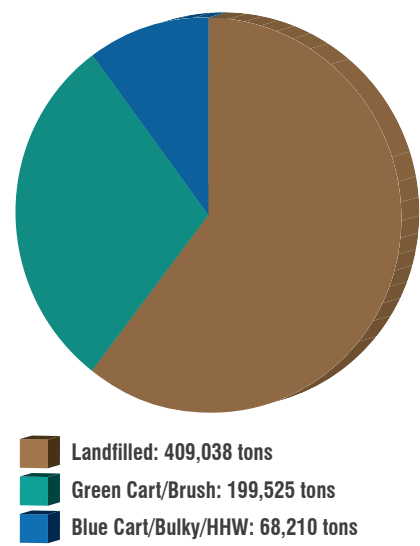
a garden tool drive. SWMD employees donated new and used tools of all kinds during the drive. Sixty tools were delivered to Price Elementary school (above).

The committee developed an event calendar for the coming year and it included a toy drive, adopt-a-spot activities, a roof top garden at the City Tower parking garage, and an invasive species (apple snails) clean up with the San Antonio River Authority.

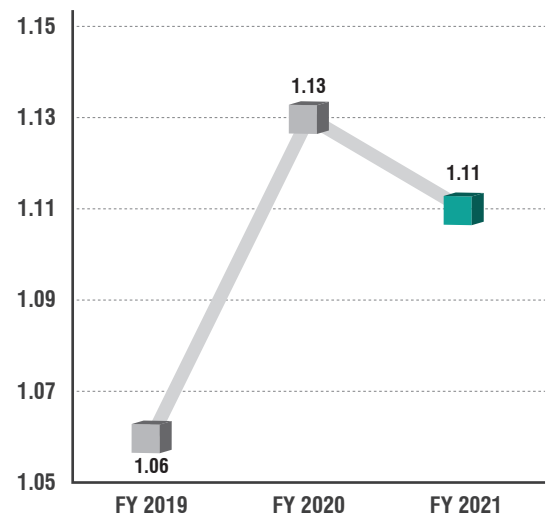


# Year-End Statistics

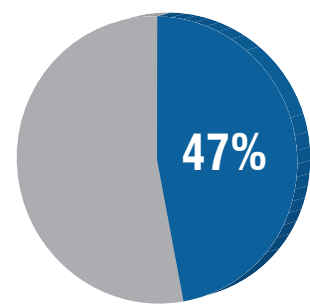
FY 2021 Tonnage Collected from All Sources



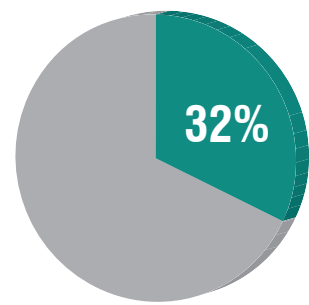
Landfill Tons per Household FY 2019 through FY 2021



Capture Rate - Blue Cart

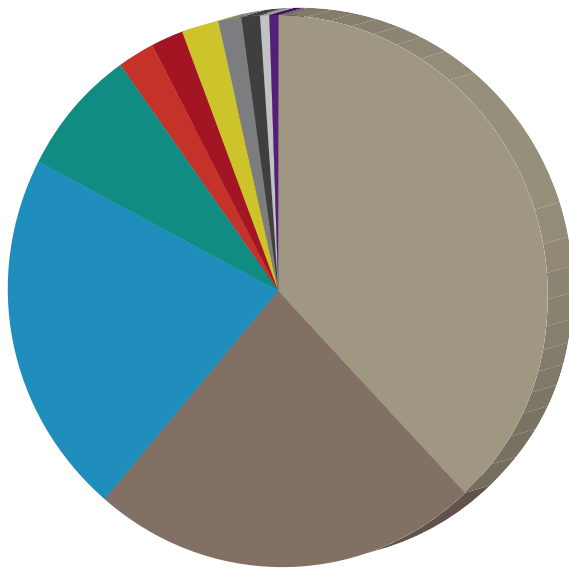


Capture Rate - Green Cart



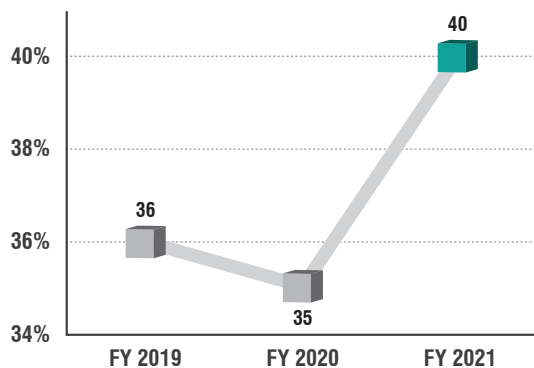
Please refer to page 13 for more information on the the capture rate and diversion rate (opposite page).

## Blue Cart Commodity Breakdown in Tons



|  |           |
|--|-----------|
| Fiber (Newspaper, Magazines, & Mixed Office Paper) | 25,400.78 |
| Old Corrugated Cardboard                           | 15,585.92 |
| Mixed Glass  | 14,435.86 |
| Plastic - #1 PET                                   | 4,935.89  |
| Steel Cans (Ferrous)                               | 1,442.82  |
| Used Beverage Cans                                 | 1,421.50  |
| Plastic - #2 HDPE COLORED                          | 1,349.99  |
| Plastics - #3-7                                    | 916.25    |
| Plastic - #2 HDPE NATURAL                          | 902.17    |
| Plastics Rigid                                     | 313.21    |
| Scrap Metal (Mixed)                                | 268.05    |

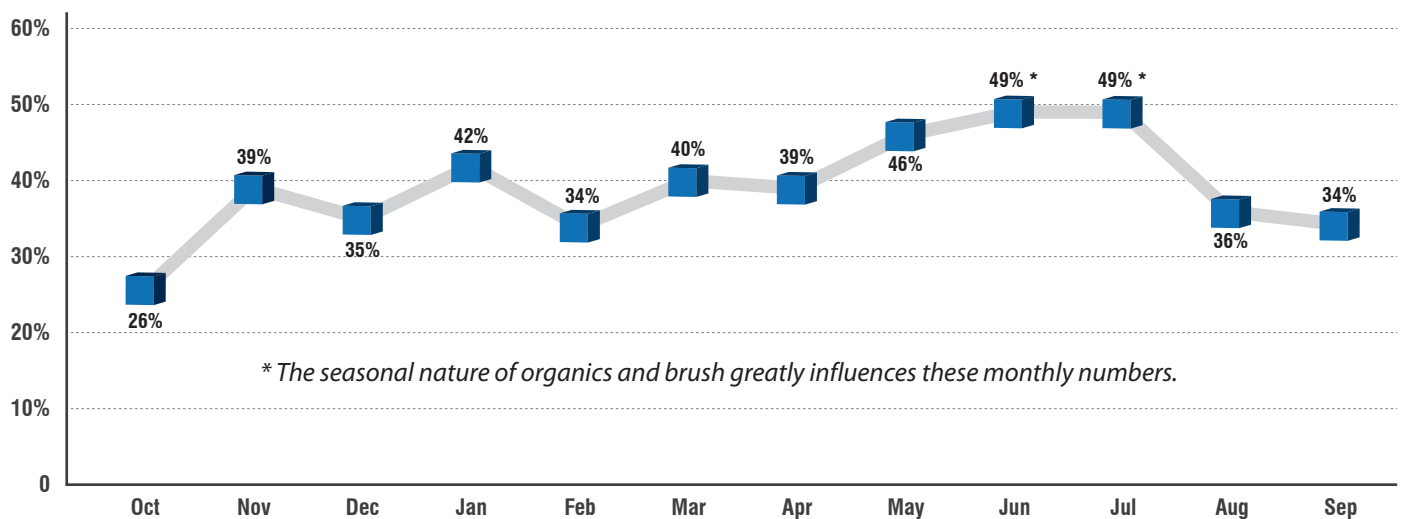
## Diversion Rate FY 2019 through FY 2021



## Diversion Rate Calculation

$$\text{Diversion Rate} = \frac{\text{Green Bin} + \text{Blue Bin} + \text{Tree}}{\text{Brown Bin} + \text{Green Bin} + \text{Blue Bin} + \text{Tree} + \text{Chair}}$$

## FY 2021 Diversion Rate by Month



# Executive Leadership

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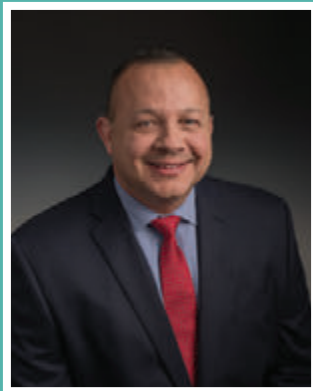
David Newman  
*Director*



Josephine Valencia  
*Deputy Director*



Nicholas Galus  
*Assistant Director*



Andrew Gutierrez  
*Assistant Director*



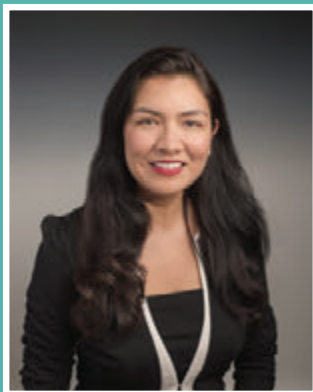
Walter Barrett  
*Safety, Reliability,  
Quality Assurance*



Lynn Cox  
*Council Affairs, Open Records*



Gilbert Ramirez  
*Fiscal Administration*



Audrey Zamora-Johnson  
*Assistant to the Director*

David Badillo  
*Fleet Operations*

Alfonso Castillo, Jr.  
*Northeast Collections*

Anthony Salazar  
*Southeast Collections*

Eddie Esquivel  
*Brush and Bulky  
Collections (Interim)*

Marcus Lee  
*Marketing,  
Communications,  
Outreach*

Martin Perez  
*Southwest Collections*

Timothy Pittman  
*Customer Account  
Management*

Ricardo Masters  
*Northwest Collections*

Salvador Ytuarte  
*Environmental Services*



